

POSITION DESCRIPTION
DIRECTOR, OFFICE OF FEDERAL AGENCY PROGRAMS
GG 0301; Grade 15

Summary

The director of the Office of Federal Agency Programs (OFAP) [director] reports to the executive director of the Advisory Council on Historic Preservation (ACHP) and operates under his general supervision. The director is a critical senior level management position, assisting in the development of policy and providing direction to a major staff unit to enable the ACHP to meet the broad goals established for it under the National Historic Preservation Act (NHPA). The incumbent manages all activities of the ACHP under Section 106 of the National Historic Preservation Act, works with agencies throughout the federal government to improve how they consider historic properties in their planning and program activities, oversees the ACHP's training activities, and represents the agency in working with tribal, state, and local governments; professional organizations; and the public.

The director plans, executes, and evaluates the effectiveness of OFAP's operation. The incumbent manages a staff of 18-20 program and administrative staff members. Program staff has significant training, education, and experience in the core disciplines in the field of historic preservation, including architectural history, landscape architecture, history, urban planning, and archaeology. The program and administrative staff of OFAP handle all of the ACHP's work under Section 106 of the NHPA and related services to all of the key stakeholders involved in the Section 106 review process.

Skills required for this position include a thorough understanding of federal preservation laws, policies, and procedures, demonstrated managerial and supervisory experience, expertise in written and oral communication, an ability to work effectively with people representing diverse interests, skill in public speaking, and the ability to plan and execute complex projects involving competing demands and difficult schedule constraints.

Duties

With general oversight by the executive director, and consistent with strategic plans developed by the ACHP, the director manages all ACHP activities under Section 106 of the NHPA and the ACHP's implementing regulations, "Protection of Historic Properties" (36 CFR Part 800) and handles the work of the ACHP under other requirements, such as Executive Order 13287, "Preserve America." The incumbent provides direct management oversight to two assistant directors who in turn supervise sections of OFAP: Federal Property Management, or Federal Permitting, Licensing and Assistance. The director coordinates with the ACHP chairman and members on high-level policy issues and works closely with the ACHP's Federal Agency Programs Committee and its chairman on establishing priorities and carrying out committee priorities.

Pursuant to the ACHP's regulations and consistent with ACHP policies, the director manages all ACHP review activities related to undertakings funded, assisted, licensed, or permitted by federal agencies that have the potential to adversely affect historic properties included in or eligible for inclusion in the National Register of Historic Places throughout the country. Such activities include the following:

- determining those undertakings that would benefit from direct ACHP involvement in consultation to resolve adverse effects and notifying the involved federal agency within time limits set forth in the regulations,
- assuming an active and effective role in consultation to facilitate an outcome that reconciles historic preservation values with broad public interests,
- keeping the executive director and ACHP membership, as appropriate, fully informed on ACHP involvement in important Section 106 cases,
- utilizing available technology to streamline and facilitate the compliance of federal agencies with the requirements of the ACHP's regulations, and
- ensuring effective management of all related records and files consistent with approved office records management systems.

The director works closely with the executive director and the Federal Agency Programs Committee, establishing priorities for all program review activities carried out by the ACHP and managing their implementation. Such program review activities include the following:

- working with the assistant director, Federal Property Management Section, in guiding federal agencies to meet reporting requirements to the ACHP under Section 3 of Executive Order 13287, analyzing the reports submitted by agencies, and formulating a report to the President called for under the Executive Order on the state of federal historic property stewardship;
- evaluating and working with state and tribal historic preservation programs to help improve their overall participation in the Section 106 process and developing outreach to these important stakeholders to help them overcome obstacles to effective utilization of the Section 106 review of federal undertakings;
- reviewing and commenting on federal programs, including policies, administrative structures, regulations, and guidelines to evaluate the effectiveness of federal agencies in meeting the purposes of NHPA;
- working with federal agencies to develop effective agency historic preservation programs in accordance with Section 110 of the NHPA; and
- developing program alternatives, consistent with Subpart C of the ACHP's regulations, for the treatment of historic properties at the national, state, regional, or local level that provide for alternate processes to case-specific Section 106 review.

Under the general direction of the executive director, the director supervises two assistant directors who in turn supervise a staff of 18-20, including program analysts (Grade 13-14), historic preservation specialists and assistant historic preservation specialists (Grade 9-12), and support staff and technicians (Grade 7-11). Duties include working closely with the assistant directors to:

- establish and oversee the administrative structure of the office including the fair and effective distribution of workload;

- develop and execute performance plans, conduct employee training and encourage staff development;
- meet the objectives of government-wide personnel programs and policies, and ensure equal opportunity for all employees supervised without regard for gender, age, race, color, national origin, religion, marital status, sexual orientation, gender identity, or political affiliation;
- recommend to the executive director on hiring, promotions, awards, and other personnel actions as well as new strategies for the management of OFAP staff; and
- direct OFAP in the visioning of strategy, development of business processes, the facilitation of change management, team building and mentoring.

The director manages the training activities of the ACHP to include *The Section 106 Essentials* course, the *Section 106 Advanced Seminar*, and other special training developed for federal agencies, ensuring that such courses are well executed by working closely with the Office of Administration on course marketing, developing staff capability to serve as course instructors, and continually updating and improving the quality of ACHP training. As necessary, serves as principal or co-instructor in training courses offered by the ACHP.

The director supports and seeks to expand interagency agreements with other federal agencies that support the work of the ACHP. The incumbent ensures that all agreements are up-to-date and renewed as required, works with assistant directors to coordinate with partnership agencies in the development of annual work plans, ensures the execution of approved work plans, and seeks to enter into agreements with other federal agencies to further partnerships as strategic plans of the ACHP warrant.

The director develops budget proposals and operating programs for all activities and personnel of OFAP, determining overall budget and staffing requirements needed to accomplish the goals and objectives of the program. The incumbent works directly with the executive director to develop annual budget documents and to defend budget proposals in testimony to ACHP members and federal and congressional reviewing bodies.

As requested, the director serves as the acting executive director and during such time ensures that all duties of that office are carried out effectively. The director establishes and maintains effective working relationships with key national historic preservation organizations, the Congress, the Administration, federal agencies, and other specialized groups interested in the ACHP's programs, initiatives, and activities, ensuring appropriate ACHP presence and participation in workshops, conferences, seminars, and other meetings with public and private organizations to stimulate interest and understanding of ACHP activities and historic preservation.

Knowledge Required

The director possesses knowledge of and experience in working with the relevant federal statutes governing the national preservation program and related environmental requirements. In particular the incumbent must have demonstrated experience and expertise in working with Section 106 of the National Historic Preservation Act and the ACHP's implementing regulations. The ability to work effectively with people in difficult situations, utilizing the principles of dispute resolution and mediation is required. The

incumbent has the ability to motivate staff to pursue innovative and creative solutions to resolve difficult challenges.

The director has knowledge of and experience in identifying appropriate and effective management strategies that can be applied to the operation of an office or department responsible for implementing regulations, policies and procedures and that allow staff to have a high level of independence in decision-making with appropriate oversight and guidance by management. The incumbent has the ability to establish time management protocols that sustain high quality customer service through the timeliness and effectiveness of responses. The position requires demonstrated experience in managing competing priorities that arise from the occurrence of events or shifting direction in leadership.

The director has demonstrated experience working with the full range of stakeholders in the national historic preservation program, including federal, state; and local governments; state historic preservation offices; private organizations; and the public. Knowledge of tribal programs and the principals and protocols of working with Native American governments on a government-to-government basis is critical. Also required is the ability to analyze and convey ACHP preservation policy and practice to federal, state, tribal, and local preservation partners and the public.

The director has demonstrated knowledge of interagency coordination, intergovernmental relations and public participation principles and techniques, the ability to work with many varying personalities, and the exercise of tact, independent judgment, and discretion. Knowledge of federal employment and employee relations practices, government-wide legal and ethics requirements, customer service standards, and fiscal controls is desirable.

Supervisory Controls

The director works under the general supervision of the executive director. The director coordinates closely with the chairman or other council members and designees on matters of high sensitivity and visibility and with the Federal Agency Programs Committee, which is comprised of council members and designees. Priorities and tactics are established using knowledge of policies and previous experience. The director identifies, initiates, and completes most initiatives without direct supervision and must be able to analyze and make recommendations regarding any difficult or complex situation not covered by previous instruction from the executive director. The director consults with the executive director, the ACHP chairman, council members, other ACHP office directors, and two OFAP assistant directors regarding major decisions involving OFAP. The director, working closely with the assistant directors, anticipates when the need arises to consult with the ACHP's Native American Program and the Office of General Counsel and ensures those offices are consulted on relevant issues.

Supervisory Responsibilities

The director supervises a staff of 18-20, consisting of assistant directors, program analysts, historic preservation specialists, assistant historic preservation specialists, historic preservation technicians, and administrative staff. Working with the assistant directors, the director establishes office work plans, priorities, and adjusts schedules as necessary. The director is responsible for the quality of staff products and performance, and works with the assistant directors to improve quality and timing of deliverables. The incumbent is responsible for recommending to the executive director the hiring and promoting of OFAP staff. The director works closely with the assistant directors to ensure high quality performance

standards. The incumbent works with the assistant directors to consider working conditions, expectations, advancement, and improvement to OFAP.

Guidelines

The director essentially works without formal or specific standards other than those contained in the NHPA, implementing policies, procedures, and regulations of the ACHP, the ACHP's Strategic Plan, relevant OMB policies and guidelines, and general federal rules and policies regarding ethics and conduct. Within this frame of reference, activities are largely determined by the director's professional experience and understanding of how best to represent the interest of both the ACHP and historic preservation. Daily guidance for the position is use of one's own initiative and resourcefulness; discussions with the executive director are for general policy direction and specific instructions not found elsewhere, usually only on an as-needed basis.

Complexity

The director must assimilate all pertinent perspectives on a wide and complex range of preservation issues, synthesize relevant information, and formulate a plan of action to address the issues in relation to the ACHP's policy and mission. The latter includes oversight of all activities carried out by the ACHP under the ACHP's regulations implementing Section 106; the establishment and management of interagency partnerships with other federal agencies; ACHP interaction with state, local, and tribal governments; and providing leadership to the national historic preservation program.

Responsibilities of the incumbent include detailed knowledge of a wide variety of extremely complex subject areas and sensitive issues. This requires the ability to recommend and establish office policy relating to the review of undertakings under the requirements of Section 106 and working with federal agencies on program improvements, involving the knowledge and application of varying regulations, policy determinations, history of emerging preservation issues, the ability to work with many varying personalities, and the exercise of tact and independent judgment.

Scope and Effect

The director exercises a high degree of independence to speak on behalf of the ACHP and convey to various preservation partners and the public an accurate sense of the ACHP's policy and direction. The director serves as primary ACHP contact for initiatives involving the programs of multiple federal agencies and non-federal partners that affect or have the potential to affect historic properties. The director's actions directly influence the manner in which the ACHP, federal agencies, and others fulfill the policies of the NHPA.

The director's actions have a critical impact on the success of the ACHP's implementation of Section 106 and the ability of other federal agencies to meet the requirements of Section 106. By oversight of the development of a report to the President pursuant to Section 3 of Executive Order 13287, the director has the ability to broadly influence federal stewardship policy and to encourage historic preservation goals at the national level. Work must be timely and accurate, requiring the incumbent to communicate with a very broad range of individuals and organizations. If the incumbent's work is not properly performed, it can negatively affect the overall mission of the agency and its standing within the federal government and among the national preservation program partners.

Personal Contacts

Personal contacts include the full spectrum of preservation partners, including federal, state, tribal, and local officials; members of Congress and their staff; businesses; non-profit organizations; and the public, often at the policy and leadership level.

Purpose of Contacts

The director ensures that the ACHP's views, direction, and policy are effectively understood by and conveyed to others and advances the ACHP's goals and objectives. Personal communications are made to give or exchange information, to provide or secure services, to secure concurrence or opinions, to advocate positions and outcomes, to recommend changes in processes, and to coordinate strategies to affect outcomes. Contacts are through direct personal meetings or written, electronic or telephonic communications.

Physical Demands

Work is normally sedentary, but it does require occasional travel and long working days or weekends, and physical stamina is occasionally necessary. Work related travel might expose the incumbent to the normal hazards of commercial transportation or extreme weather conditions, but not to the extent that they would be hazardous.

Work Environment

The work environment is typically offices, conference rooms and meeting rooms, with occasional onsite visits to project venues.